



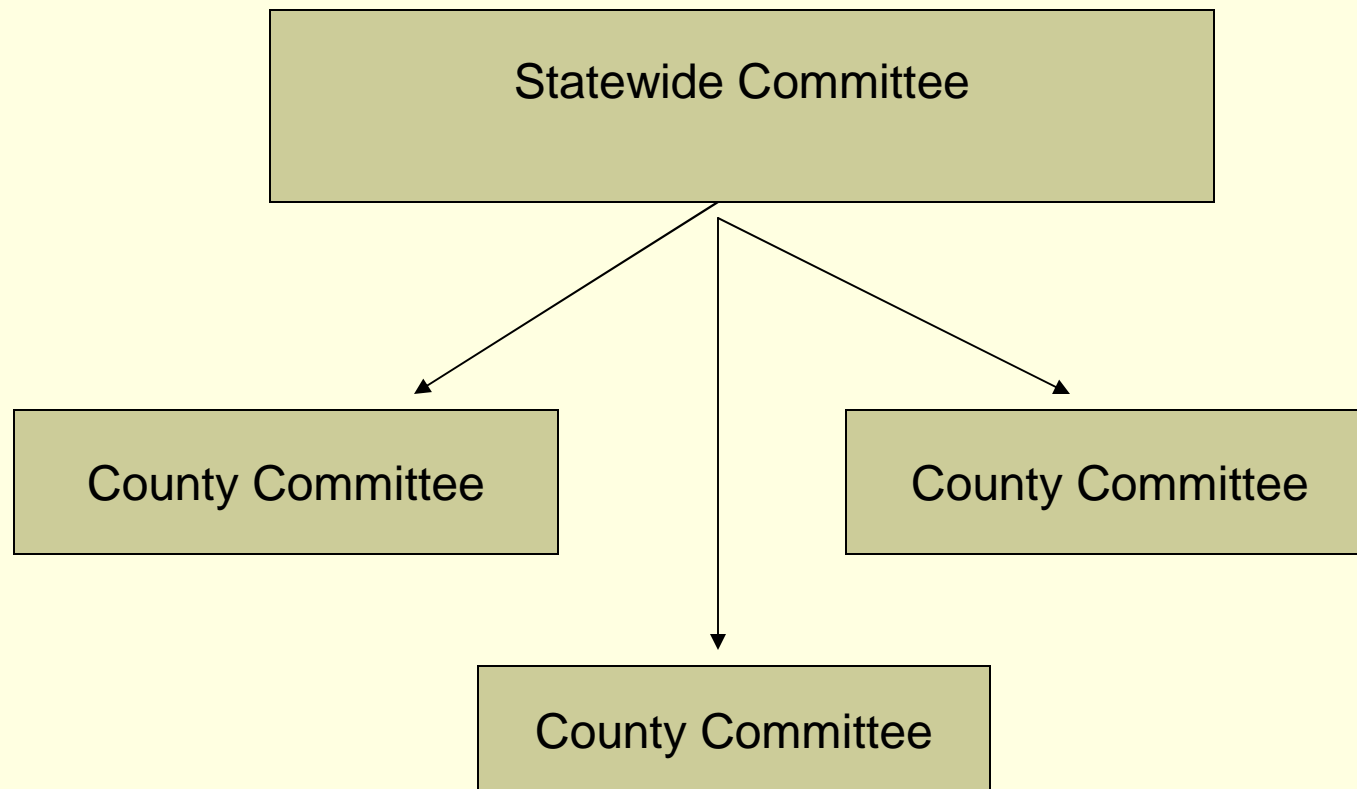
Recommendations to Montana: Activities and Ingredients for Success

Recommendation #1:

Create a statewide offender management committee

- Multi-disciplinary, representing:
 - All stakeholders in the criminal justice system
 - All three branches of government
 - State, county, and tribal
 - Public and private

Establish partner teams in selected counties; link teams closely together



Ingredients for Success

- Establishment of a shared vision for what the criminal justice in Montana should be and produce
- Identification of a clear mission for each of the stakeholder groups
- A collaborative, information driven, consensus-based process
- Leadership
- A results driven structure
- Clear goals and expectations
- Regular meetings with active participation by all members
- Staff to support both the process and task functions of the groups

Recommendation #2:

Collect and analyze offender profile data

- Develop a clear understanding of the offenders flowing through the state system
- Develop a clear understanding of the offenders flowing through the county systems

Ingredients for Success

- A well developed data collection instrument
- Adherence to standards of data collection to assure the integrity of the information
- The commitment of agencies and staff to participate in the data collection process
- The capability to analyze the data
- Adherence to a timeline to assure that the data is available when it is needed

Recommendation #3:

Conduct a resource analysis

- Identify the resources and services available to effectively intervene with offenders
- Assess the capacity of these resources, the services provided, the quality of the services delivered, the qualifications and skill level of staff, and the extent to which services are delivering the desired outcomes

Ingredients for Success

- A well developed method to collect the information
- The cooperation of service providers to provide the requested information
- Knowledge of evidence based practices and the principles of effective interventions

Recommendation #4:

Develop a system flow chart

- Develop a “picture” of the flow of offenders through the criminal justice system
- Describe the key activities, decision points, and decision makers

Ingredients for Success

- The full participation of all members of the stakeholder groups
- A willingness to educate one another on each member's area of expertise and document the functioning of the criminal justice system

Recommendation #5:

Conduct a policy and practice analysis

- Identify the key policies and activities in the criminal justice system, such as:
 - Arrest policies
 - Prosecutorial practices
 - Sentencing practices
 - Pre-trial release practices
 - Assessment and classification decisions
 - Parole and early release decisions
 - Treatment and service placements
 - Violation and revocation practices
- Examine the intended and unintended consequences of these activities, their impact on public safety, and their impact on the other components of the system

Ingredients for Success

- A willingness to openly and honestly assess the activities of each agency and assess the strengths and areas in need of change within each
- Trust
- An appreciation for the fact that conducting our business in the future in the same ways we've conducted it in the past may not be the best course of action
 - “If we continue to do what we have always done, we will continue to get what we have always gotten”

Recommendation #6:

Conduct cross-system training

- Develop a shared understanding of the research on effective offender management
- Begin to build opportunities for exchange (of information, ideas, resources) across disciplines, agencies, counties, public-private, state-local government, and other traditional 'boundaries'

Ingredients for Success

- Well timed and well planned training events that meet the knowledge and skill development needs of the attendees, create an opportunity for dialogue and exchange, and build on the other work underway

Recommendation #7:

Conduct a gaps analysis and identify key targets of change

- Synthesize the information collected:
 - What we know about “what works” with offenders
 - What we know about the offenders in our system
 - What we know about the way the system operates
 - What we know about the resources available to effectively intervene with offenders
 - What we know about current policy and practice in Montana
- Identify the strengths in the current system
- Identify the gaps in the current system
- Prioritize gaps
- Develop strategies to address the priority gaps

Ingredients for Success

- The patience to wait to develop solutions until all of the analyses are complete
- A consensus based process to identify and prioritize gaps

Recommendation #8:

Develop a comprehensive strategic plan

- Develop a long-range picture of how the criminal justice system should look and how your offender management practices should work one day
- Identify and sequence the specific change strategies that will take you from the place you are now, to the place you eventually want to be
- Identify what actions are necessary for change to occur
- Write it down in a plan to:
 - Ensure that everyone is on the same page
 - Establish a process of accountability for progress
- Circulate the plan widely. Allow it to be a roadmap to the future.

Ingredients for Success

- The ability to plan strategically.
 - Change occurs with the least disruption and the most acceptance when it is thoughtfully planned, deliberately timed, and understood well by all those involved and affected.

Recommendation #9:

Pilot test change strategies

- Implement change strategies to meet specific and identified goals

Ingredients for Success

- Clarity around the intended outcomes the change strategies will produce
- The involvement of all those affected by the change strategies:
 - Their help is needed in the development of the change strategies;
 - Their buy-in is needed to make the change happen.
- Specific implementation steps, defining exactly what is to happen

Recommendation #10:

Build long term data and information system capacity

- Strive to rely on data and information as the basis of all policy decisions
- Identify the information you will need over time to evaluate the effectiveness of your activities in producing their intended results
- Build the capacity to collect, aggregate, and analyze this information on a routine basis

Ingredients for Success

- Make the data collected meaningful to the collectors.
 - Give those who provide data information that will help them to be more effective in their work. If they can see the fruits of their data collection labors, the data they provide will be of higher quality.
- Continue to build a shared understanding of current practice by making the analysis of the data widely available.